



BUSINESS SCHOOL  
Te Kura Pakihi

## COURSE OUTLINE

# ***Department of Accountancy and Finance*** ***ACCT422 Management Accounting***

Semester One, 2019

## Paper Description and Aims

ACCT422 is the management paper that comprises part of the Master of Professional Accounting degree. The primary objective of the paper is to provide students with an understanding of the management accounting function, including the tools, techniques, and systems management accountants use to inform senior manager decision making. The paper examines CVP analysis, activity-based costing, budgeting and capital investment appraisal, what are arguably the four most fundamental, core concepts of cost and management accounting.

## Learning Outcomes

Upon successful completion of this paper, you should be able to:

1. Understand cost computational techniques and tools (LO1.1, 1.2, 4.3). More specially, you will be able to:
  1. Understand how product and service costs are computed, including the complexities and challenges that inherent to the process of product/service costing.
  2. Understand how budgets are used in organizations to communicate strategic and operational aspirations and motivate employee behaviour.
  3. Understand the importance of the time horizon in decision making and its impact on relevant cost/revenue information (e.g., short term operating decisions versus long term strategic decisions).
2. Show awareness of typical management decisions for which cost accounting information is required (e.g., CVP, breakeven analysis, make or buy, product pricing and profitability, product mix, customer profitability, economic value to customer, add/drop a product line or department, and capital investment appraisal) (LO2.1).
3. Develop analytical and problem-solving skills (LO1.1, 1.2, 2.1, 3.1, 3.2, 4.1, 4.2, 4.3). More specially, you will be able to:
  1. Develop ability to assess a case situation involving management accounting issues.
  2. Demonstrate a sound aptitude to disentangle management accounting related problem.
  3. Apply appropriate management techniques and tools to solve management accounting problem.

## Teaching Staff

### Paper Coordinator

Name: Dr. Konan A. Seny-Kan  
Office: Commerce, Room 3.40  
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Office Hours: Monday 4-6pm, Wednesday 4-6pm. While I am also happy to meet you outside these times, please email me before visiting so I can confirm my presence.

### Lecturer

Name: Professor Ralph Adler  
Office: Commerce, Room 5.08  
Email: [ralph.adler@otago.ac.nz](mailto:ralph.adler@otago.ac.nz)  
Office Hours: Monday 4-6pm, Tuesday 4-6pm. While I am also happy to meet you outside these times, please email me before visiting so I can confirm my presence.

You should contact Dr. Konan A. Seny-Kan with any administrative enquiries about the paper, e.g. tutorial changes, or requests for late submission of assignments.

## Class Representatives

Class representatives are an important means of communication between students and staff. Contact details for your student class representatives can be found on the Blackboard page for this paper.

## Course Delivery

Every week students must attend two lectures, as detailed below.

Day	Time	Room
Monday	11:00am – 1 p.m.	OBS 3.37
Friday	3 – 4:50 p.m.	OBS 3.37

The “lectures” will follow a more interactive session than is usually the case for the average lecture. Expect the lectures to be more akin to a seminar.

This paper emphasises student-centred learning. Although the facilitators will provide brief material reviews, the main aim of the paper is that students learn by doing.

*Students are expected to prepare for and attend all classes to gain full benefit from the paper.*

The paper is intended to promote an active engagement with the material it contains, both in terms of assimilating and critically evaluating the material and in terms of students’ engaging with their peers, tutors, and Departmental staff. A student should be continually asking himself or herself: “What do I think about this material, and why?”

The Course Programme (in this outline) gives days and dates of lectures, lecture topics, and due dates for assignment work. The programme may change as the course proceeds, but notice will be given of any change. ACCT422 is a 20-point paper; the expectation is that a student will apply about 15 hours per week to the work of the paper; normally, each week, there will be 4 contact hours and up to 10-12 hours of reading and preparing for class, reviewing work presented and discussed, and carrying out the assessment tasks.

## Course Learning Resources

Typically, a reference for a reading that is not from the set textbook will be posted to *Blackboard*.

*It will not be possible for a student to succeed in the course if he or she does not print off a copy of each reading and study it thoroughly in advance of the class meetings for which it was set.*

The University of Otago library provides online resources for students. These include subject guides, and other research resources, and citation styles. They may be checked out at:

<http://www.otago.ac.nz/library/for/undergraduates/index.html>

## Blackboard

<https://blackboard.otago.ac.nz/> provides students with access to course materials, class notices, and resources. All such material will be posted on *Blackboard*. Lecture slides, where relevant, will also be posted to *Blackboard*. *Blackboard* is used to email the whole class so it is important that you check your student email and *Blackboard* regularly. Alternatively, you could use eVision to redirect your emails to your appropriate personal account (see instructions below). Students will find helpful links to the Library referencing page, the Student Learning Centre, and writing resources on *Blackboard*.

## Student Webmail

We will use your student email account to email you information relevant to your programme. To forward your University email address to an email address that you use regularly:

1. Log into your StudentMail account (<http://www.otago.ac.nz/smlanding/>) using your student username and password.
2. Click the **Cog** button (top right corner).
3. Click on **Mail** under **Your App Settings**.
4. Under **Accounts** on left hand side, select **Forwarding**.
5. Under the Forwarding heading, type in the email address you want your email to be forwarded to. You can also choose to have a copy of these emails kept on your StudentMail account, so please check the box if you would like this.
6. Click the **Save** button.

## Assessment

All material presented is examinable (except where stated otherwise) by assignments and the final examination. All important assessment information such as due dates and times, content, guidelines and so on will be discussed at lectures and, where appropriate, detailed on Blackboard. *Students are responsible for ensuring that they are aware of this information, keeping track of their own progress, and catching up on any missed classes.*

Assessment	Due date	% of final grade	Requirements to pass this paper
Report on Case 1	22 March	10%	
Mid-semester test	15 April	30%	Yes (see below)
Report on Case 2	17 May	10%	
Case Presentation	Last week of semester	10%	
Class participation	On going	10%	
Final Exam	See below	30%	Yes (see below)

## Course Requirements

The mid-semester test will cover the first 8 weeks of classes, that is, up to and including the chapter on budgeting. The test will consist of five short problems that will be similar in type to the ones we will be working on during class time and which you should be practicing further on outside of class.

During the semester, you will be provided 2 case studies related to the topics covered. At the end of each case study, few questions will be asked. You will be required to submit written report on each of the cases, both of which will be assessed. The reports are due on 22 March and 17 May, respectively. You will also be provided a third case study for which you will be required to make a 25-30 minute presentation during the last week of classes.

Since the classes will be run more akin to seminars, your class participation is essential. Your lecturer will grade your participation. The focus will be on quality and in particular how you contribute to making the class a better learning experience for everyone.

The final piece of assessment will be the final exam. This exam will be cumulative and will be taken at a time that the University's Examination Office sets. This date will be made known at a future point.

To pass the course, a student must:

- (i) Gain a mark of at least 50 percent on the mid-semester test
- (ii) Gain an average of at least 50 percent overall on the final exam.

Referencing Style and Style Guide

For this paper the referencing style is (*e.g. Harvard, Chicago, APA, etc*). Here is a link to the style guide: (*insert link*) Style guides are also available on the University Library website: <http://www.otago.ac.nz/library/quicklinks/citation/index.html>

## Learning Outcomes

Learning Outcome (LO)	Class participation	Case Presentation	Report on case studies	Mid-semester test	Final Exam
<b>1.1 Information Literacy:</b> Enhanced/Well-developed ability to apply specific skills in acquiring, organising, analysing, evaluating and presenting information, in particular recognising the prominence of digital-based activity.	√	√	√	√	√
<b>1.2 Critical Thinking:</b> Enhanced/Well-developed ability to analyse issues logically, to challenge conventional assumptions, to consider different options and viewpoints, make informed decisions and act with flexibility, adaptability and creativity.	√	√	√	√	√
<b>2.1 Specialist Business Knowledge:</b> Commitment to the fundamental importance of the acquisition and development of knowledge and understanding in the chosen subject area.	√	√	√	√	√
<b>3.1 Written Communication:</b> Enhanced/Well-developed ability to effectively communicate information, arguments and analyses in writing.			√	√	√
<b>3.2 Oral Communication:</b> Enhanced/Well-developed ability to effectively communicate information, arguments and analyses orally.	√	√			
<b>4.1 Personal Development:</b> Exhibit qualities associated with leadership such as accountability, integrity, respect, self-reflection.	√	√	√		
<b>4.2 Teamwork:</b> Ability to work constructively, cooperatively, effectively and respectfully as part of a team.	√	√	√		
<b>4.3 Independent Learning:</b> Demonstrate an enhanced/ a well-developed ability to acquire new knowledge and new skills, the capacity for self-directed activity and the ability to work independently.		√	√		
<b>Total</b>	10%	10%	20%	30%	30%

## Course Calendar

Lecture/ Tutorial Number	Week Commencing	Topic	Note
1	Monday 25 February	Introduction to paper Cost accounting terminology, principles and concepts	
2	Monday 4 March	Job order costing and ABC	Case 1 will be provided during this week.
3	Monday 11 March	Process costing	
4	Monday 18 March	CVP analysis	Report on Case 1 is due on Friday this week.
5	Monday 25 March	Just in Time Organizational Environments	
6	Monday 1 April	Variable costing	
7	Monday 8 April	Budgeting	
8	Monday 15 April	Mid-semester test (Monday 15 April)	
9	Monday 29 April	Variance analysis	Case 2 will be provided during this week.
10	Monday 6 May	Performance Evaluation for Decentralized Operations	
11	Monday 13 May	Capital Investment Analysis	Report on Case 2 is due on Friday this week.  Case 3 will be provided this week.
13	Monday 20 May	No classes	
13	Monday 27 May	Case presentations	Presentation of case 3.

**Lectures End Friday 31 May 2019**  
**University Exam Period 3 - 21 June 2019**

### Disclaimer

While every effort is made to ensure that the information contained in this document is accurate, it is subject to change. Changes will be notified in class and via Blackboard. Students are encouraged to check Blackboard regularly. It is the student's responsibility to be informed.